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~~ADMINISTRATIVE INTERNAL USE ONLY~~

17 APR 1964

MEMORANDUM FOR: [redacted] 25X1

SUBJECT : Fitness Reports

1. Thanks for showing us [redacted] memorandum. I was especially interested in his comments about the military efficiency reporting systems which are sometimes suggested as models which we should copy. 25X1

2. We don't believe that changing our Fitness Report form at any time in the near future would be desirable. We have just completed one cycle of ratings since the form was last revised and the attention of supervisors focused on the need for improving the integrity and accuracy of their reports. In a few years, the impact of the changes in the form and of the educational campaign which accompanied them will have worn off. At this point, we believe the form should again be changed. Our experience over the years has been that each change of the form stimulates the interest and attention of rating and reviewing officials. After a few years' use, the novelty of the new form has been lost, the informal organization has established its own standards for arriving at whatever type of rating is given, and there is a growing tendency to find fault with the form and its use. Consequently, we expect and intend to change the form from time to time.

3. The Agency has tried out the idea of a two-part form: Part I, Performance, was shown to the employee; Part II, Potential, could not be shown to the employee. This system was not popular with employees or supervisors and was abandoned after careful consideration by the CIA Career Council. The "show/no show" issue is a perennial one and there are strong arguments and enthusiasts on either side. In the Agency, we have considered the question separately and the consensus has favored the "show" side. recently

4. To sum up, we would not endorse any immediate changes in the present system. In a few years, we would welcome [redacted] participation in a review of the system and his assistance in proposing changes--radical changes if indicated. 25X1

/s/ Emmett D. Echols

Emmett D. Echols
Director of Personnel

Distribution:
0 & 1 - Addressee
1 - D/Pers chrono
1 - Survey file w/basic
1 - Fitness Rpt File w/cy/basic
OD/Pers/[redacted]blh (17 April 1964) 25X1

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